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DD/S 69-1211

10 MAR 1968

MEMORANDUM FOR: Deputy to the DCI for National Intelligence  
Programs Evaluation

SUBJECT : Organizational Survey

1. I appreciate the opportunity to review your report on Agency and Community organization. I am sorry that I was unable to respond earlier as I was away from the office for several weeks immediately following receipt of your report.

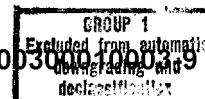
2. In response to your request I offer the following comments concerning (a) information handling and computer facilities, (b) training, and (c) personnel.

Information Handling and Computer Facilities: I agree that the Office of Computer Services does provide services of common concern, computer support across the board, and it could be appropriately transferred to the Support Directorate. Should a transfer of this responsibility occur I would prefer to further study the internal organization in the DD/S as to the most suitable means of handling this additional responsibility. While creation of the position of Assistant DD/S to control both the Office of Communications and the Office of Computer Services is a possibility, I am not certain that this is the best course until I have further studied the matter.

There is no question but that programs serviced by the Office of Computer Services are completely dependent upon the support rendered by the Office of Communications. In like manner automatic data processing facilities outside of the scope of OCS are also fully dependent upon Office of Communications' support. These facilities continue to expand and should there be an additional study of your recommendation it is suggested that its scope be expanded to include this consideration.

I would suggest that DD/S&T's continuing work on the development and adaptation of computer information handling technology should be responsive to requirements of the other components of the Agency rather than being an independent approach.

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On the matter of focalizing our Agency dissemination and distribution functions, considerable additional work must be done before any functional proposals should be made. The Communications Study Group really produced no answers on this subject but only identified a number of dissemination and distribution problems requiring further study and analysis.

Training: I do not agree that the Director of Training function should be moved from the Support Directorate to the Executive Director-Comptroller. I consider it unwise to saddle the Executive Director-Comptroller with "running" a large operating organization. The predominant effort of the Office of Training is the carrying out of agreed-upon and approved training functions as proposed or required by the Directorates of the Agency. OTR is clearly an Agency-wide training service and its program is constantly adjusted to meet the needs of all Agency components. There is full opportunity for the Office of the Director to direct, influence and expand the concept of Agency training goals and needs without being saddled with the daily operating chores. For example, the Selection Training Board reports to the Executive Director and the guidance of the Executive Director and the Director are constantly reflected in the training program. It is felt that the training function is a service of common concern to all the Agency and is appropriately placed in the Support Directorate.

Personnel: I really do not believe it necessary at this time to establish another special task force on the subject of Agency recruitment. A great deal of time and attention has been and continues to be devoted to recruitment and related subjects not only by the Office of Personnel but also by the Director, the Executive Director-Comptroller, the Deputies and other participants in the Deputies' Meetings. For example, the Inspector General chaired an inter-Directorate group to review the status of junior professionals and their position assignments following completion of their basic training. The IG is now initiating a further look at professionals five and ten years after their completion of training. A short time ago we completed the Manpower Study and have had a continuing review by the Assessment and Evaluation Staff in depth on the junior professional recruitment and placement program with special emphasis on the quality and capabilities of

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junior professionals. At the moment I think we need only digest what we have come to know through a variety of studies and should this point up a further need for inquiry this, of course, can readily be accomplished.

SIGNED R. L. Bannerman

R. L. Bannerman  
Deputy Director  
for Support

cc: ExDir-Compt(*handcarried*)

DD/S:RLB:ksd (19 Mar 69)

Distribution:

Orig - Adse(*handcarried*)

1 - ER

1 - DD/S Subject

1 - DD/S Chrono *Ref*

3/27/69 - Per Mr. Coffey's suggestion/request, I talked to Mr. Bross' secretary to advise that this paper is being handled in O/DD/S on an "EYES ONLY" basis, with only one copy (DD/S Subject) being retained. I also advised that ER had a copy. (Doris thanked me for the info; believe there is no reason why ER cannot have a copy.)

P.

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DRAFT - 12 March 1969

*Redone*

MEMORANDUM FOR: Deputy to the DCI for National Intelligence Programs  
Evaluation

John:

I appreciate the opportunity to review your report on Agency and community organization together with its covering memorandum to the Director. I was unable to respond earlier since, as you know, I was away for a couple of weeks immediately following receipt of your paper.

I offer the following in response to your request particularly for comments on these points:

1. Information Handling and Computer Facilities

I agree that, since the Office of Computer Services provides services of common concern -- computer support across the board -- it could be appropriately transferred to the Support Directorate. Such action would, of course, have the important effect of increasing the size and resource levels of the Support Directorate while equivalently lowering the non-Support side. <sup>91</sup> I believe that changes in internal organization in the Directorate, should OCS be moved into it, require additional study. -- In other words, I do not now feel that the establishment of a position of Assistant DD/S to control OC and OCS is clearly indicated.

While the ties between OC and OCS are certainly close and while OCS appears to be increasingly dependent upon OC, I do not believe that the reverse is true.

Not mentioned in this report, but I believe important, is the continuing expansion of ADP/DDP facilities in the Agency quite apart from those of the designated central computer office, OCS. If a study is to be made of ~~this~~ your recommendation for the transfer of OCS, it might be well to increase its scope to consider this additional important matter.

I would suggest that DD/S&T's continuing work on development and adaptation of computer information handling technology should be responsive to requirements of other components rather than completely independent thereof.

On the matter of focalizing Agency dissemination and distribution functions, considerable additional work must be done before any functional proposals should be made. You will agree, I believe, that the Communications Study Group really produced no answers but really only identified a number of the dissemination and distribution problems requiring further study and analysis.

## 2. Training

I do not agree that the Director of Training should be moved from Support to the Executive Director-Comptroller.

25X9 I consider it unwise to saddle the Executive Director-Comptroller with "running" a large operating organization (and there is the practical consideration of increasing the size of the Office of the Director by almost  positions). I believe that all of the stress and emphasis on the importance of training can be accomplished without this organizational change and also, as indicated in your report, that training is a service of common concern and, therefore, appropriately in the Support Directorate.

### 3. Personnel

I really do not believe it necessary to establish another special task force on the subject of recruitment. A great deal of attention has been and continues to be devoted to this and related subjects not only by the Office of Personnel but also by the Executive Director-Comptroller, the Deputies, and other participants in the Deputies' Meetings. For example, the Inspector General spear-headed an inter-Directorate look at young professionals most recently on jobs following training. He is now initiating a further look at professionals five and ten years after completion of training. Both of these efforts are pointed to career development as well as to improve recruitment and selection.

Not combine into one  
Office

Makes sense into  
Support - since across  
board service BAT

Size signif people +  
Money

No new Directorate for reasons  
given bottom p 13 for not  
taking  CRS etc out of VDI

P16 on close support  
needs comment on problem  
budget & T/O of having  
this in regular OC & DDS  
submissions —

P18 - Signal Off move to NIPE.

P19 - DTR to Ep Den - Not  
valid

P25 bottom

Interdependence not correct  
in describing OCS & OC relationship  
- may be correct OCS dependent on  
OC with respect to revenue



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P26 Top - DDS+T work - in  
response to requirements given  
to DDS+T by other components

P26 Dissem + distribution  
into DDS - Cable Sec., OCT,  
OSA elements in mind?

P26 Move of Training not  
really supported in this  
statement. Also we  
should move to take Exblu  
out of operating business  
instead of adding more

P27 No - this is emotional  
response w/ no data base

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34 top  
p 33 - believe there should  
at least be mention somewhere  
of the USCSB ???

Sen question - in this paper we  
make the point repeatedly that CIA  
has exclusive responsibility for  
covert operations abroad. Does this  
mean CA activities? If so, briefings  
such as Brookings should be  
amended since they say CA jobs  
can be assigned anywhere the  
CIA gets most of them.

p 37 - Could item register help  
reduce quantities of extra copies  
we have to store in Records Center.

p 50 NIC - contract with IDA

p 50 - request for agency  
agency of proposed transfer?